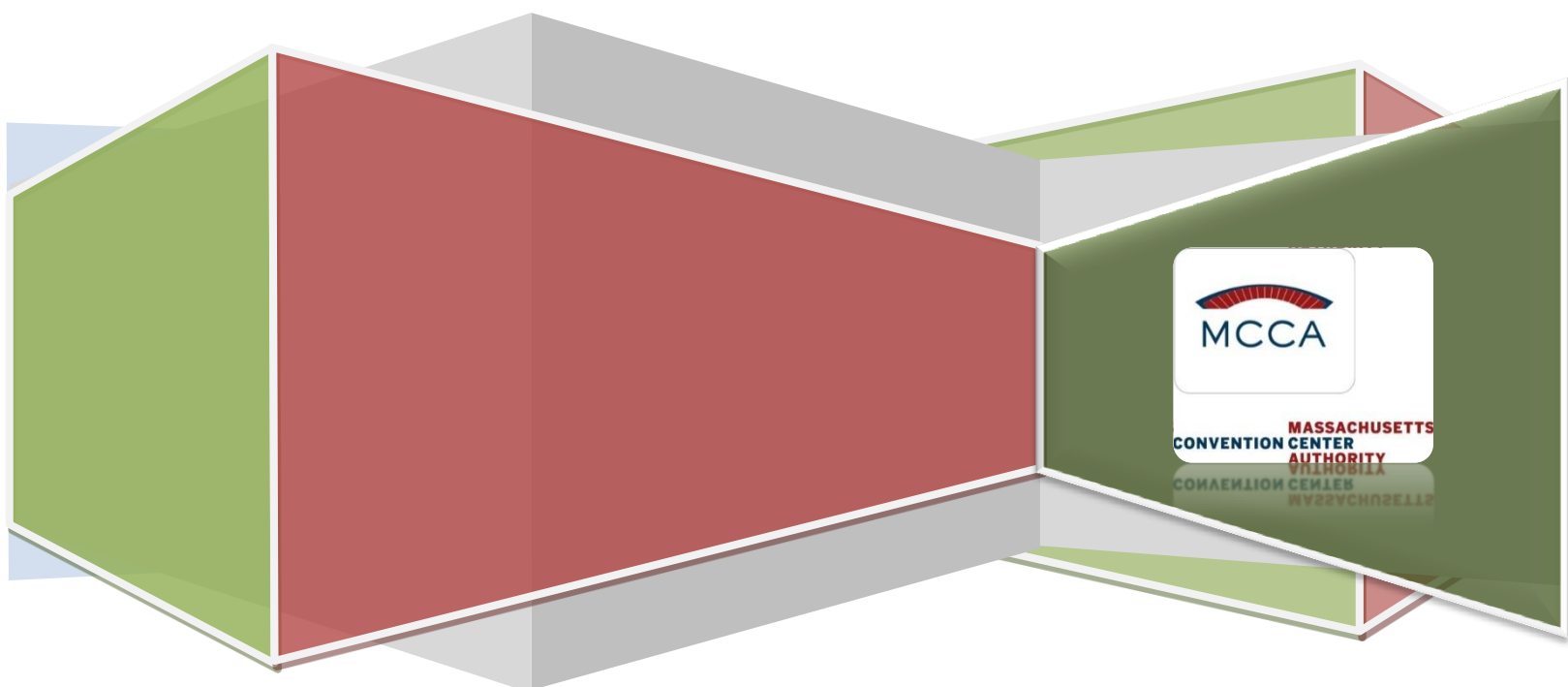


Massachusetts Convention Center Authority

Fiscal 2014

Economic Development Business Plan



Massachusetts Convention Center Authority

Mission Statement Generate significant regional economic activity by attracting conventions, tradeshow, and other events to its world-class facilities while maximizing the investment return for the residents and businesses in the Commonwealth of Massachusetts

Business Plan Summary – The following table summarizes objectives, programs, and initiatives planned for FY14 and performance measurements by which to evaluate progress.

Goals	Strategy	Performance Measurement
Support Job Growth through Economic Impact	Attract events with high levels of economic impact	Amount of economic impact, tax benefits and jobs supported through activities
Advance Education and Workforce Development for Middle Skill Jobs – supports Action Items 1.2.3 and 1.1.2	Provide workforce education and training to special populations within the tourism industry , including those seeking ABE/ESL Define and increase awareness of pathways that provide for an opportunity to attain additional education	Number of ESL programs provided and students participating; Incremental increase in English assessment scores; Number of students participating in tuition reimbursement programs and other industry specific educational programs and seminars
Support Innovation and Entrepreneurship – supports Action Items 2.3.2 and 4.3.2	Make Government a leader in promoting the adoption of innovative technologies Increase awareness of innovation and entrepreneurship	Value of investments related to new technologies including mobile apps; Number of programs to promote digital display art Number of events hosted and economic impact generated in association with innovative, knowledge based regional industries
Increase Ease of Doing Business – supports Action Item 4.3.1	Assist with “ambassador” program	Develop qualitative “stories” regarding interactions between local industry and event clients, exhibitors and attendees in support of general economic development
Address our Cost Competitiveness	Identify non-traditional revenue streams to enhance financial model	Revenues generated through investments related to “entrepreneurial government” initiatives, including real estate repurposing and tourism investments

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Business Plan Detail – The following section provides additional information on the primary goals of the Massachusetts Convention Center Authority.

MCCA Vision and Goals 2012 and the Commonwealth's Economic Development Policy and Plan

The MCCA's vision and goals cannot and will not operate in isolation and should reflect the greater vision and goals of the Commonwealth. In a side-by-side comparison, they do.

In Governor Patrick's 2012 Economic Development and Strategic Plan, he emphasizes the need to increase training for the creation of more middle skilled jobs in the Commonwealth. This includes the development of a Massachusetts Regional Workforce Strategy Initiative to build regional pipelines that will prepare Massachusetts workers to fill jobs that are in-demand in each region of the state and to develop skills pathways to available opportunities.

At the MCCA, the creation of middle skilled jobs in the hospitality field is a major component of our future expansion plans.

The state tourism industry remains the third largest employer in the Commonwealth, producing \$16.9 billion in direct spending, and supporting 128,000 jobs that paid out \$3.6 billion in wages and \$1.1 billion in state and local taxes in 2011. It is also an industry that has always hosted a wide range of jobs. Many are middle skilled and all offer room for long-term advancement. Between 1,718-2,035 full- and part-time jobs could be created through creation of a new headquarters hotel near the BCEC, and the MCCA has been asked to be part of the state's Customer Service and Hospitality Leadership by sponsoring a Boston Hospitality Summer and Joint Hospitality Programs that involve customer service training, customer appreciation and a Boston "philosophy" to advance our role as an international convention destination.

The Governor also seeks to support regional development through infrastructure investment and local empowerment. The MCCA's vision plan calls for establishing planning objectives and guidelines for the BCEC site and surrounding neighborhoods to create a diverse, active and engaging urban realm that is welcoming to resident, conventioners and nearby workers. Some highlights include the creation of better connections for resident and conventioners to D Street and the South Boston Waterfront, and the development of headquarters and mid-priced hotels.

The Commonwealth's goal of increasing the ease of doing business in Massachusetts is also shared by the MCCA. Under the leadership of the Mass Marketing Partnership, and in collaboration with the MCCA, we plan to help the state leverage our status as a leading host of international scientific, medical and technical conferences to better connect and market our key industry clusters.